



Empowering Oil-Rich Communities (EMOC)

*For Improved Service Delivery:
Outcome Assessment
& Impact Analysis Report*

Supported By

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ABBREVIATIONS.

CHEW	Community Health Extension Worker
EMOC	Empowering Oil-Rich Communities for Improved Service Delivery
LGA	Local Government Area
HC	Health Centre
MDA	Ministries, Departments and Agencies
MPHC	Model Primary Health Centre
NDDC	Niger Delta Development Commission
NPHCDA	National Primary Health Care Development Agency
PHC	Primary Healthcare Centre
RSMOE	Rivers State Ministry of Education
WASH	Water, Sanitation and Hygiene

EXECUTIVE SUMMARY.

The challenges associated with infrastructure deficits in oil-producing communities can be linked to a general problem of communities in Nigeria holding leaders accountable and demanding transparency from the implementing agencies of education, health, and WASH in already budgeted social infrastructure projects. It is therefore ironic that these communities, which contribute significantly to Nigeria's revenue, still lack basic infrastructure while existing ones deteriorate further.

With the support of the Ford Foundation, Empowering Oil-Rich Communities (EMOC) for improved service delivery to demand accountability from their government provides an important tool to improve service delivery and community participation and engagement with government (at different levels). By leveraging CODE's award winning FollowTheMoney process and providing relevant tools and strategies to amplify the voices of these communities, EMOC boosts the chances of communities recording visible infrastructure changes if they remain steadfast in their engagements with governments to demand accountability.

This Outcome assessment/Impact analysis report surveys the results of CODE's 2 project year engagement with communities in Rivers State. These EMOC activities led to the completion of education projects in Bomu and Alesa communities with adequate provision for WASH needs across these schools; the reintro-

duction of a new water project in Akpabu community to reduce the incidence of water-borne diseases in these communities. In Odiemerenyi community, with CODE's support, community members successfully attracted the attention of the Rivers State Universal Basic Education Board, which captured the need to renovate the community school in the 2023 State budget. Another major success recorded was social inclusion with the mobilization of women to become active members of CDCs across communities. It is remarkable to note that in some of these communities, women even demanded to start writing their own Freedom of Information (FOI) letters to implementing agencies to demand further accountability under the EMOC project. Beyond these sampled communities, the project also mobilized community governance structures to demand accountability for projects beyond the scope of EMOC; as such, we saw road projects and a significant number of contractors returning to sites after community structures demanded answers from local/state governments and implementing agencies.

We cannot rest on these laurels. There is a need to get everyone involved and push for better service delivery within Rivers State and the entire Niger Delta. The EMOC projects possessed the capability to mobilize communities to ask the right questions, which have direct links to improved livelihoods and sustainable development. There is more to be done.

Hamzat Lawal
Chief Executive, Connected Development

INTRODUCTION.

Empowering Oil-Rich communities (EMOC) for improved service delivery as a project helps resource rich communities hold their governments accountable for social and physical infrastructure development deficits. The Niger Delta region epitomizes Nigeria's development paradox. Despite the region's natural resource endowments and the magnitude of funds received by its government, its people live in poverty without access to basic social amenities and physical infrastructure. It is not unreasonable to expect the region that generates significant revenue for the nation to have basic social amenities that support local economic sustenance and development. Those living in Nigeria's oil-producing communities are expected to benefit from strategic infrastructural developments to compensate for the manifest and latent consequences of oil exploration within their communities.

Working at the grassroots under EMOC, our experience projects a sharp contrast with the above expectations. From dilapidated schools to abandoned health posts, from little access to clean and drinkable water sources to physical infrastructure decay, the majority of existing social amenities littered across most oil-producing communities beg for high-level policy attention (i.e., reconstruction, renovation, and renewal). More pronounced was the inability of these communities to partner with local, state, and national government agencies to demand improved basic social amenities, which fall directly within the purview of basic and fundamental rights.

Against this backdrop, Connected Development [CODE], Africa's leading civil society organization, with the support of the Ford Foundation, conceptualized the EMOC project: to conduct on-ground assessments of government-funded projects across communities in Rivers State and empower these community members to engage and influence multi-sectoral stakeholders using the FollowTheMoney (FTM) model. Our efforts led to our engagement with communities in Local Government Areas (LGAs) of Ogoni, Ahoada East, Ahoada West, Onelga, Oyigbo, Eleme Onne, Abonnema, Bonny, Etche, and Emohua to identify 19 projects across 10 communities that were abandoned or non-existent. This report presents an outcome assessment and impact analysis of CODE's efforts in advocacy (online and offline), engagements, partnerships, and capacity building to demand accountability using the Community Monitoring Teams (CMTs), Community Development Committees (CDCs), Project Champions, and community members, which resulted in 8 out of the 19 projects restarting and reaching various levels of completion.

CODE's experience in the implementation of Open Government Partnership across States in Nigeria via ensuring an open budgeting system, open procurement, and open contracting processes boosts the potential to bridge the gap between citizens in rural marginalized communities and the government by amplifying their voices through media, advocacy, creating platforms of community-government engagement, and incentivizing them to provide government feedback.

OBJECTIVES AND METHODOLOGY.

The overall objective of this impact assessment/outcome analysis report is to present the EMOC project results, outcomes, and lessons learned to inform further policy recommendations and project scalability across Nigeria.

The specific objectives of this report are to present an outcome assessment in relation to:

- *To assess and harvest outcomes of the EMOC project.*
- *Identify the key changes, improvements, and challenges brought about by the EMOC project in select communities.*
- *Provide recommendations for scaling up and replicating the project's success in other communities in Rivers State and within the Niger Delta region.*

To harvest the outcomes and impact of the EMOC project, CODE developed and deployed a mixed methods survey (qualitative and quantitative) covering aspects of education, health, WASH, and community demand for transparency and accountability to compare the level of change before (during baseline) and after the implementation of project activities.

Survey Numbers



Number of projects covered **6**



Number of sampled communities **4**

The inclusion criteria for selecting these communities and projects were based on visible, measurable, and challenge-driven outcomes. Qualitative data, gathered by direct semi-structured interviews with members of the Community Development Committee (CDCs), Community Monitoring Teams (CMTs), and Community Project Champions, was further triangulated with quantitative data gathered via the survey targeting project stakeholders, CDC members, and community members. Qualitative data was transcribed and coded using in-vivo and descriptive focus coding techniques to generate relevant themes that speak to and align with quantitative responses, presented via descriptive statistics.

EMOC PROJECT ACTIVITIES IN ACROSS STUDY AREA.

Below is a summary of activities undertaken during the duration of the EMOC project:

- I. At the start of the EMOC project, CODE conducted a capacity building session targeting community champions to build their understanding and provide tools for demanding public accountability and transparency from elected public officials, and the government (at different levels). To ensure robust and extensive engagement, the capacity building also involved government stakeholders and the media, bringing the total number of participants to 48. Ten Community project champions from this engagement were further identified, classified, and categorized from the 10 participating LGAs selected for the implementation of the EMOC project. Among these communities were: Odawa Joinkrama³, Idama, George Pepple, Odiemerenyi, Alesa, Bomu, Umuechem, Omoku, Akpabu, and Oyigbo. These trained community champions were equipped with knowledge on how to identify and track projects within communities. Community champions conducted preliminary visits across communities with abandoned and/or non-existent projects in the health, education, and WASH sectors.
- II. As part of efforts to strengthen reporting systems and improve the role of empirical data towards informing policy, project decisions, and further guiding the selection of projects, CODE trained and deployed 23 data enumerators (which included community champions) across Rivers State on data collection protocols to improve their comprehension of qualitative and quantitative data, primary and secondary data, and the use of technology driven data collection tools (e.g., Kobo Toolbox). These 23 data enumerators collected data on the state of social amenities across education, health, and WASH in Rivers States.
- III. To further ensure community buy-in and promote sustainability of the processes initiated under the EMOC project, Community Champions engaged in a series of meetings with the Community Development Committee (CDC). The motivation for such engagements hinged on the place of these community governance structures in making critical decisions on behalf of their communities, the need to communicate with community members the outcomes and process to demand for transparency and accountability. During these engagements with the CDCs, gender issues, inclusion, and fair representation formed part of discussions. To motivate this engagement with community members and promote ownership of the process, Community Champions used information from preliminary visits and findings from data collected to further sensitize community members on how to use the FollowTheMoney (FTM) process to engage with relevant government and implementation agencies.
- IV. Using high-level advocacy was another strategy adopted on the EMOC project. Findings from the social infrastructure assessment were shared to key government stakeholders, which include: Rivers State Commissioner of Education, the Ministry of Education, the State House of Assembly,

the House Committee on Environment, and the office of the Board Chairman, Universal Basic Education.

- V. Constant Town Hall meetings formed an approach used under the EMOC project to intimate community members, CDC, on progress from high-level engagements, and further information on projects tracked. As part of efforts to ensure transparency on projects, CMTs utilized skills learned during capacity building sessions, introducing to CDC and community members how to request key details using Freedom of Information (FOI) letters to ministries, departments, and agencies (MDAs) linked to abandoned or non-existent projects identified in these communities. These FOI letters also formed a further basis for engagement with elected government officials at local and state levels towards charting new directions for projects identified and tracked in their communities.

- VI. To increase awareness and information on the conditions of these projects across the 10 communities, EMOC used various online (Social Media) and offline (Nigeria Info FM) platforms for CDC, CMT, and Community Champions to amplify the voices of marginalized communities, their demands, and call out responsible people to take necessary actions. A Radio Town hall meeting was carried out which was an avenue to present progress and other issues faced across these communities to a wide audience in Rivers State.

PRESENTATION OF DATA AND IMPACT ANALYSIS.

EDUCATION

Across the sampled communities of Akpabu, Alesa and Bomu where community champions engaged and tracked education projects, only a school in Bomu was renovated and Alesa had newly constructed education projects. Despite community efforts in demanding action, visible changes were not recorded in the school project tracked in Akpabu community. In Bomu, base-

line data indicated (See Table 1 below) that the Community Secondary School was in a deplorable state, and with the efforts of the community members via the EMOC project, besides the completion of the school, other projects (WASH and power source) were also completed within the school.

Table 1: Baseline Data Cross Tabulation of Projects Tracked (Education)

Community Name	Name Of School	Average Enrollment Rate (Boys)	Average Enrollment Rate (Girls)	What Does your scv school need the most?	Connec-tion to Grid	Alter-native Power	Drinking Water	Toilet Facility	Property Fenced
Akpabu	Gobvern-ment Secondary School	280	220	Furniture, Classroom, Toilets, Clean water, Techni-cal materials, ICT materials and Science Laboratory	No	None	No	No	No
Alesa	Alesa Compre-hensive High Schoiol	250	250	Furniture, Classroom, Toilets, Clean water, Techni-cal materials, ICT materials and Science Laboratory	No	None	No	No	Yes
Bonu	Bomu Com-munity Secondary School.	180	120	Furniture, Classroom, Toilets, Clean water, Techni-cal materials, ICT materials and Science Laboratory	No	None	No	No	No

In Alesa, community efforts and high-level advocacy motivated significant action at the Government Primary School that was tracked by the EMOC project. The Rivers State government

completed a school building in a new location with the intention of moving the tracked school to this new location.

Across the communities of Akpabu, Alesa, and Bomu, for education projects tracked (#RenovateAkpabuCommunityPrimarySchool;#RenovateAlesaHighSchool;#CompleteBomuCommunitySecondarySchool), respondents, constituting school teachers and community members were asked if the completed projects had improved school enrollment rates. Apart from the Akpabu community, where implementing agencies (e.g., Rivers State Ministry of Education) had not responded to the project, 60 percent of respondents in Alesa and Bomu indicated that completed school projects had spurred enrollment and retention rates across schools in both communities (See Figure 1). Additionally, respondents confirmed that the completion of these schools in Alesa and Bomu communities had further improved access to water sources (i.e., boreholes) not only for the school but for the general community.

In the Bomu community, 70 percent of respondents indicated that the completed school had some form of improved toilet facilities for students and teachers. Across education projects tracked during the duration of the EMOC project, we confirmed that water systems and toilets had been provided for in completed schools.

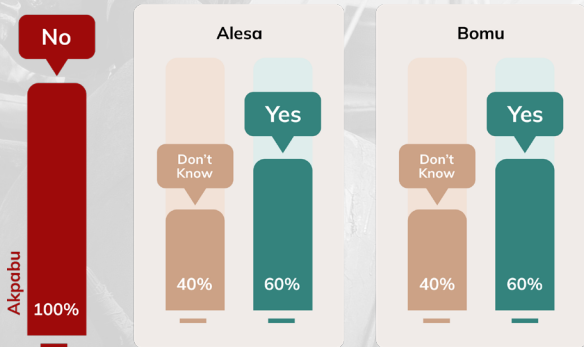


Figure 1 -Endline: Improved Enrollment in School Tracked

Alongside the completion of schools, all respondents in Alesa confirmed that the EMOC tracked school project now had improved toilet facilities for girls, boys, and teachers, thereby attesting to improved physical school safety (See Figures 2 and 3).

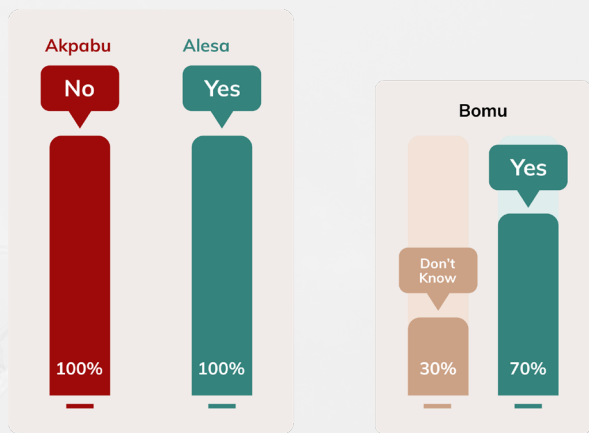


Figure 2- Endline: Improved Toilet Facilities

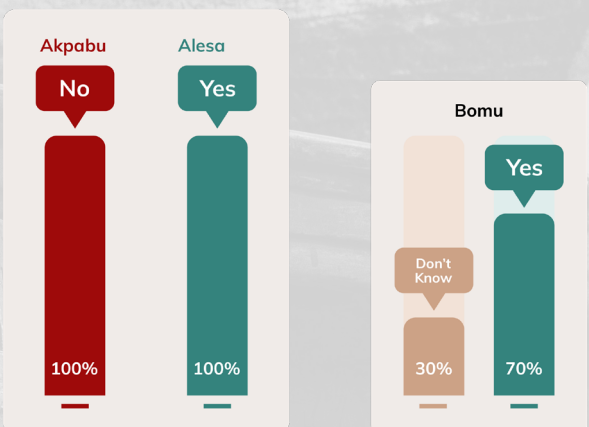


Figure 3- Endline: Presence of Water Source in School

To further improve school infrastructure, completed education projects tracked under the EMOC project had at least one source of power, which was primarily a connection to the national grid. Surveyed respondents, (100 percent from Alesa, and 90 percent from Bomu), indicated that their completed school was connected to the national grid (see Figure 4). Although sampled community members indicated the absence of an alternative source of power (e.g., generator and/or solar), this provides a further opportunity for implementing agencies to improve the power source for completed projects in these communities.

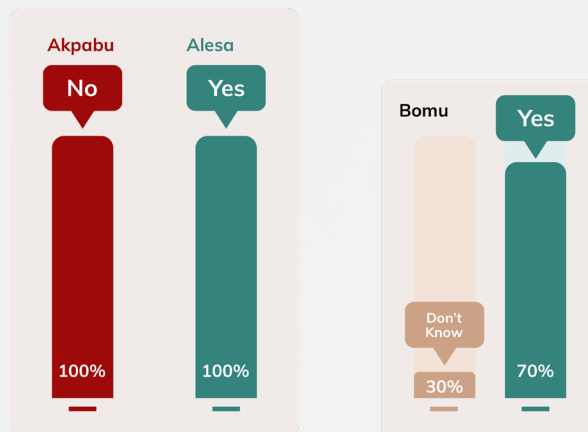


Figure 4 -Endline: Connection to National Grid.



Before the EMOC Project: Bomu Community Secondary School, Bomu Community in Gokana LGA, Rivers State

EMOC Project Endline: Bomu Community Secondary School, Bomu Community in Gokana LGA, Rivers State

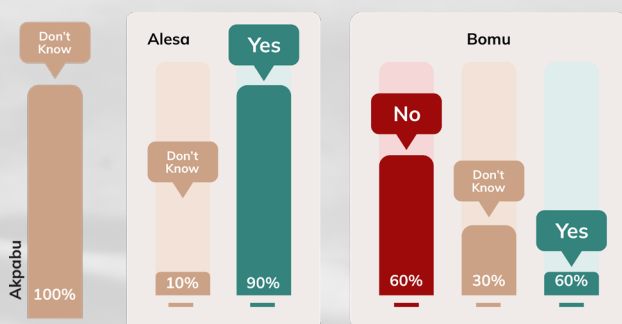


Figure 5 -Endline: Assessment of School Needs Met.

During baseline, community and education project stakeholders indicated a range of school needs, which formed the basis for further conversations, advocacy, and tracking of projects within the community. While these needs ranged from classrooms, furniture, and teaching materials, respondents surveyed during the endline of the EMOC project in the communities of Alesa and Bomu indicated that with the completion of the school building, physical aspects of the school's needs had been met (i.e., school building and school safety). The completion of

education projects also provides further opportunities for community members to further engage education implementing agencies to consider other areas of school needs, which include teacher recruitment/deployment to meet the increased enrollment in communities; more school furniture to cater for improved enrollments; and the provision of teaching and learning materials to improve education outcomes.



Before the EMOC Project: Alesa Comprehensive High School, Alesa, Eleme Local Government



EMOC Project :Endline Alesa Community High School, Alesa, Eleme Local Government

Data shows that despite community efforts guided by the EMOC project, the level of success in getting implementing agencies to act on education projects in Akpabu and Odiemerenyi achieved partial success. In Odiemerenyi, leveraging on the strategies introduced by the EMOC project, the Community Development Committee (CDC) and the Community Monitoring Team (CMT) successfully engaged in high level advocacy with education implementing agencies (the State Universal Basic Education Board) and the state government. This resulted in a com-

mitment by the Board Chairman to include the renovation of Odiemerenyi Community Model Primary School in the 2023 Budget.

Evidence of this commitment resulted in an on-site assessment of the state of dilapidation in the school by the implementing agency in May 2023. In Akpabu community, interviews showed that community leadership and members are not letting up of their demands for improvement on the education project tracked, as they are motivated by success stories in other communities where the EMOC project achieved visible outcomes.

WASH

In sampled communities of Akpabu, and Odiemerenyi, where EMOC community champions tracked WASH projects (#WaterOdiemerenyi; #WaterAkpabuCommunity), CODE provides her social media platforms and utilized radio programs to advocate and track the rehabilitation of Niger Delta Development Commission (NDDC) water projects. Utilizing FOI letters and community requests to NDDC, as well as advocacy with local political leaders, Akpabu community recorded the construction of a new water project to meet the needs of its teeming population. The importance of this water project in Akpabu is tied to the frequency of spill-

ages in oil-producing communities, which puts most community members at different health risks. Interviews showed that community members view the provision of this water project as significant to the health and sanitation needs of the community. Furthermore, since baseline data indicates that the major source of water in communities like Akpabu and Odiemerenyi is primarily wells and/or hand-pumps, the efforts of the EMOC project to mobilize community members towards demanding improved water sources in these communities correlate with an overall improvement in community health outcomes.

Health

Across the sampled communities where health projects were tracked (#EquipBomuPHC, #RenovateAkpabuPHC, #CompleteAlesaPHC, #BuildOdiemerenyiPHC) baseline data captured (see below) the state of PHCs before the EMOC project. However, community efforts in sampled communities to get implementing agencies (the Primary Health Care Management Board) to improve existing conditions across these PHCs are still on-going and visible changes have not yet been recorded.

PHC Baseline Cross Tabulation

Community Name	PHC Name	Access To clean water	Access To Grid	Alternative Power	Sep- arate toilet facilities	Waste collec- tion point	Pres- ence Of Ambu- lance	Security Personnel	Pres- ence of fence	Pres- ence of com- munity ex...
Akpabu	Akpabu Com- munity health center	No	Yes	Yes	Yes	Yes	No	Yes	Yes	No
Alesa	Primary health center	No	Yes	No	Yes	Yes	No	No	Yes	Yes
Bonu	Primary health center	No	No	No	No	No	No	No	No	No
Odiemer- enyi	Primary health center	No	Yes	Yes	Yes	Yes	No	No	No	Yes

OTHER RECORDED OUTCOMES.

Ownership and Strategies for Increased Participation:

Data showed that in sampled communities, the EMOC project successfully motivated the CDC members to take-up ownership of activities in response to the demand for accountability across the projects tracked while improving the different strategies to sustain community interest in these projects. The Community Monitoring Teams indicated that among the strategies adopted was instituting reporting systems to provide updates across the operations of education and health projects (for parents, teachers, schoolchildren, and PHC workers). Community members were constantly made to understand the importance of providing updates and information on projects tracked,

which were shared and discussed during community town hall meetings. In the communities of Akpabu, Alesa, and Bomu, the CMT and CDC leveraged these reporting systems to further update and solicit further support from community members living in the city and diaspora who returned during events to further drive conversations around the need to complete these projects. Such reporting channels and engagements with other community members provided a further basis for advocacy with local government chairmen, who have taken it upon themselves to deliver community letters directly to implementing agencies/boards.

Constant reminders and Unflinching demand for visible progress

The commitment of community members to ensuring visible outcomes on tracked projects has extended beyond the engagement activities for the EMOC project. Community Development Committees (CDC) have, on their own, embarked on constant visits to implementing agencies to follow-up on letters and communications demanding accountability. Using community townhall meetings to discuss progress on these letters, CDC leadership has adopted a subtle but frequent reminder stance to influence actions towards these tracked projects.

Interviews with CDC leadership in Bomu, Alesa, and Akpabu reflected this outcome on education, health, and WASH projects. Beyond EMOC project activities, these community leadership structures leveraged on existing local political networks to make a further case for the deplorable state of social infrastructure in their communities. Notable personalities who have been part of success stories in some of these communities include the Chairman of Emohua Local Government Area (LGA), -Chidi Lloyd; State House of Assembly Member;

UNINTENDED IMPACT PRESENTATION.

Throughout the duration of the EMOC project, while significant impacts were identified and recorded, we also identified some unintended impacts. Below is a presentation of some of these impacts across the sampled communities where the Impact Assessment research was conducted.

Increased Participation of Women in Community Development and their Demand for Accountability

In some of the communities sampled, the project recorded a significant increase in the number of women participating in the activities of the Community Development Committee (CDC) and Townhall meetings. Interviews with members of CDCs and CMT in the Akpabu community recorded this impact, as the number of women who actively participated during townhall meetings and made their feelings and intentions heard has significantly increased since EMOC's project intervention. This impact can be tied to EMOC project activities, which covered the need for communities to have fair gender representation in town hall meetings and activities of monitoring projects tracked within their communities. The Chairman of the Akpabu Community Development Committee (CDC), Dr. Anthony Obua, reflected this as the introduction and usage of Freedom of Information (FOI)

letters in requesting information about projects in their communities motivated women further in Akpabu community. According to him, "women have demanded to use their own community association letterheads to write FOI letters to implementing agencies" in a bid to give impetus for further information around implementation and transparency on projects in Akpabu community. Beyond the demand for further information on implementation by women in Akpabu community, the visible participation of women during community town hall meetings is another major impact recorded as a result of EMOC activities. Women also formed significant respondents for the impact assessment research in most of the communities sampled, as many of the community members who accepted to be interviewed were women.



A Cross Section of Women during a Town Hall Meeting in Akpabu Community, Emohua LGA, Rivers State



Mrs. Ethel Ogbodu, - First Woman Member of the Odiemerenyi Community Development Committee Since Its Creation

Surveillance for Completed and on-going Projects:

Respondents showed that in the majority of the communities where projected tracking had been completed, the CDC and community leadership had instituted processes to ensure surveillance of these completed and some ongoing projects. These surveillance systems were part of the community's efforts to ensure sustainability and project safety. Although some of these surveillance and security systems were already in existence before the duration of the EMOC project, their mandate was extended to

include the surveillance of on-going and completed projects. In the communities of Akapbu, Bomu, and Odiemerenyi, these systems engaged youths in providing security for the duration of tracking, construction, and completion of community projects. In Odiemerenyi, the community leader has been personally involved in these surveillance and security systems. In some cases, personally acting to secure already existing community infrastructure.



OUTCOMES RECORDED IN COMMUNITIES OUTSIDE THE SAMPLE AREA.

Ownership of community projects beyond those tracked by the EMOC

Another success recorded by the EMOC project in areas not surveyed by this outcome research was the ownership taken up by community members across other projects that might have a direct impact on their lives. In this regard, Community Development Committees (CDC) and Community Monitoring Teams (CMTs) utilized information and tools learned during the implementation of the EMOC project to demand accountability from their government on road

projects and other social infrastructure projects undertaken across their communities. In Odagwa community, in Etche LGA, high level advocacy visits embarked on by community members to state and local government officials targeting improved road system networks within the community and the LGA, led to the construction of the 21.3km road in Odufor Umuoye community, in Etche LGA.



Before the EMOC Project: Bomu Community Secondary School, Bomu Community in Gokana LGA, Rivers State



EMOC Project Endline - Odufor Umuoye community, in Etche LGA

In Idama community, where the activities of CMT tracked education projects, community attention was also directed to some abandoned projects implemented by the Universal Basic Education Commission in Rivers State. The efforts of the CMT and CDC resulted in the contractor returning to the site of the abandoned Government Secondary School with specific attention to include toilet facilities, which were captured in the initial project design. By adopt-

ing the FollowTheMoney process, community members engaged with implementing agencies and the project contractor to ensure that the awarded project met the initial specifications for which funds had already been released. Community actions also yielded further results, as school furniture (desks and chairs) was also provided in the school.



Before EMOC - Abandoned Classroom and Toilet, Idama Government Secondary School Project.



EMOC Project Endline: Completed Classroom and Toilet Project in Idama Government Secondary School Project.

Success was also recorded in Bonny community, where the efforts of community project champions and the CDC via multiple-level advocacy, requesting project information, and townhall meetings led to the completion of an education project (Bonny Model Grammar School) within the community. Implementing agencies had project contracts returned to site to complete the project, which had been abandoned since 2018.



Before EMOC Project -Abandoned Since 2018, Bonny Model Grammar School



EMOC Project Endline: Bonny Model Grammar School On-going



In Goi Community, Gokana LGA, using community outreaches and strategic engagements with local and state governments, the CDC and CMT highlighted the importance of roads to improve access to social services like healthcare. With community members asking relevant questions relating to a 2km road that had been abandoned for years and the tracking activities of the EMOC project community champions, reports indicated that the contractor, who had

abandoned the project site for some time, returned to continue the road project, which had a vital impact on the community's access to social services (healthcare and schools).



EMOC Endline: Contract Returned to Project Site in Goi Community after Community Accountability Efforts



EMOC Endline: CMT Member observing Road Project Site after Contractor Returned to Site in Goi Community, Gokana LGA



RECOMMENDATIONS.

The EMOC project has demonstrated significant success in achieving its intended goal of mobilizing community governance structures across the communities through the Community Development Committees (CDC's) vehicle and empowering them to provide adequate public oversight on government spending in their communities for effective service delivery in the education, health, and WASH (including environment) sectors. Through this project, CODE facilitated increased citizens' participation in governance and enhanced social accountability, thereby improving access to primary and essential social amenities for selected communities. Based on the outcome assessment and lessons learned, we recommend the scaling up of the EMOC project across Rivers State and the extension of its implementation to specific areas within the Niger-Delta region. Here are the key reasons for this recommendation:

1. **Achievement of Intended Outcomes:** The EMOC project has proven to be effective in motivating and mobilizing communities to hold their leaders accountable. By providing these oil-rich communities with the CODE mechanisms of FollowTheMoney and relevant platforms (online and offline), tools, resources, and knowledge necessary to drive successful engagements with government across levels, the project promotes sustainable development, enhances livelihoods, and fosters community resilience. The project's positive impact on these communities serves as a compelling rationale for expanding its reach.
2. **Addressing Key Challenges:** The project has not only brought about positive changes (visible projects) but has also highlighted and addressed challenges faced by oil-rich communities in the areas of social inclusion and links between community needs and government projects. It has offered solutions to issues related to larger community participation and perspectives on accountability demands, as well as the lack of access to education, healthcare, and sanitary conditions. Expanding the project's coverage can help address these same challenges in additional communities with similar contexts in other communities in Rivers and the Niger Delta Region.
3. **Demonstrated Scalability:** The lessons learned from the EMOC project can be applied to replicate its success in other communities within Rivers State. The scalability of the project is evident from the tangible improvements witnessed in sectors of education and WASH in study areas of this outcome assessment. With appropriate adjustments to suit the specific needs and contexts of different States, the EMOC model can be extended to more communities within Rivers State and the entire Niger-Delta region. Specifically, the ownership of the process and uptake demonstrated in the communities surveyed are indicative of probable outcome when applied to other communities within the same region.
4. **Relevance to the Niger Delta Region's Security:** The Niger Delta region as a whole faces similar challenges to those experienced by the communities in Rivers State. Issues such as environmental degradation, oil-related conflicts, and underdevelopment are prevalent across the region. By extending the EMOC project to select areas in the Niger Delta, it has the potential to become a model for sustainable development and

constant community engagement with implementing agencies throughout the region, thereby creating a platform for improved communication and understanding on project implementation between the government and people in oil-rich communities, thus reducing the possibility of conflicts and insecurity.

5. Policy Recommendations: The success of the EMOC project provides valuable insights into the development of effective strategies for addressing the social infrastructure gaps and needs of oil-producing communities while improving levels of partnerships and engagement between citizens and government. Scaling up the project can contribute to the formulation of evidence-based policies that can have a broader impact on the Niger Delta region's development and stability. In the context of the Community Development Committees (CDCs) and other fora for promoting community ownership for tracking infrastructure projects beyond those provided by the government and the private sector in their social corporate responsibility.



CONCLUSION.

The EMOC project has not only met its intended outcomes but has also demonstrated its adaptability and scalability. To maximize its positive impact and contribute to the broader development and stability of Rivers State and the Niger Delta region, the expansion of the project's coverage to other communities in Rivers State and the extension of its implementation to select areas in the Niger Delta can replicate similar far-reaching outcomes. This endeavor should be accompanied by careful planning, stakeholder engagement, and resource mobilization to ensure the sustained success of the EMOC project and its potential to transform more lives and communities.

APPENDIX

(Success in other communities of the EMOC Project)



Construction of Ekpena Road has commenced.



Construction of Ekpena Road has commenced.



Ogba/Egbema/Ndoni: Omoku General Hospital Project in Progress. Contractor have returned to site



**Empowering Oil Rich Communities
for Service Delivery**



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